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21 July 1955

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MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Creation of Position of Executive Director
(Chief of Staff)

1. In view of the emphasis placed on the establishment of an executive Director (Chief of Staff) in the Clark report, and because this particular recommendation has received heavy play in the press, I am presenting herewith some of the advantages and disadvantages concerning this recommendation. You will recall that in my memorandum of 3 February 1955 I counted this subject as one of the ten major problems in the Agency.

2. Affirmatively, an Executive Director or Chief of Staff, if he is to be of maximum effectiveness, would act on your behalf and issue orders in your name. The regulation establishing the position might read somewhat as follows:

"The Executive Director (Chief of Staff) is responsible for insuring that the policies of the Agency and orders of the DCI are quickly and properly implemented. He acts on behalf of, and issues orders in the name of, the DCI. (Then there would follow a list of specific matters which should be brought to the attention of the Executive Director for initial resolution and decision, if appropriate)."

3. Based on past experience of the Agency and recognized principles of management, I believe the following illustrations show where an Executive Director could be of service to the Agency and relieve you and the DDCI of some of your management burdens:

a. On your behalf, act as focal point for authoritative direction of the development and implementation of broad Agency-wide programs which do not fall within the purview of any single Deputy Director; e.g., career service program, [redacted] and insuring the assignment of qualified personnel from all Agency components for duty as instructors in the Office of Training;

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b. Resolution of major internal jurisdictional problems

c. Insure the complete and timely implementation of all your instructions and recommendations by establishing reporting requirements for the Deputy Directors concerned and insuring that action is taken to implement such directives. This function would be applicable to Inspector General's survey reports, Monthly Chief of Station reports to DCI, DD/P quarterly reports;

d. Monitoring the preparation of and plans for presentation of the annual Agency budget;

e. Responsibility for the operation of the Agency Reassignment Board and the elimination of mediocre personnel from the organization;

f. Reviewing letters of instructions to outgoing Chiefs of Stations and insuring that all returning Station Chiefs are seen personally by you or DDCI in your absence; and

g. Oversee in general the activities of the Project Review Committee and be delegated authority for project approval within specified financial limits.

4. Negatively the disadvantages of the creation of the Office of Executive Director may be summarized as follows:

a. The interposing of an additional command level between your office and your operating deputies;

b. Opposition of your present Deputy Directors to this additional command position;

c. Depriving you to some degree of participation in the day to day operations of the Agency;

d. Difficulties inherent in the selection of any one individual possessing sufficient breadth of Agency experience and competence to command the uniform respect of the operating deputies and with sufficient force of character to discharge the responsibilities; and

e. The creation of an additional Executive command unit as opposed to the more desirable alternative of improving the performance standards of the operating deputies and their principal subordinates.

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5. The above suggestions are submitted for your consideration and use, as you deem appropriate, before you commit yourself to a final position on this recommendation.



~~Lyman B. Kirkpatrick~~
Inspector General

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